

CLAIMS:

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A method of performing costing of tasks including human activity, said method comprising the steps of:

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- a) establishing a list of tasks involved in said work process wherein at least one of said tasks involves execution by a human operator;
- b) calculating an expected duration of execution of said tasks by said human operator using an operator independent method of task time measurement;
- c) establishing a first cost component of each task as a function of the expected time of execution of said task and the cost per unit time for said human operator;
- d) establishing a second cost component of each task dependent on non-labor costs of the process, a portion of each non-labor cost being apportioned to said task as a function of the time of execution of said task by said human operator, machine operating time or other relative consumption of a resource;
- e) summing the first and second components for the task to establish a task cost independent of the efficiency of the human operator.

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2. A method according to Claim 1 wherein the operator independent method of task time measurement is a predetermined motion time system.

5 3. A method according to Claim 2 wherein the operator independent method of task time measurement is the Maynard Operation Sequence Technique.

4. A method according to Claim 1 wherein the tasks comprise activities of a service business.

10 5. A method according to Claim 4 wherein the service business is a healthcare practice. A method according to Claim 1 wherein the method is carried out using a computer, said computer comprising:

memory means; and

processor means

15 the expected time to complete said activities and the cost per unit time of said operator being maintained in said memory means and the cost of the activity being calculated using said processor.

20 6. A method in accordance with Claim 1 wherein said tasks involved in said work process are executed by two or more different human operators.

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A method in accordance with Claim 1 wherein the tasks together form a work process, said method further comprising the step of:

- f) summing the costs of the tasks in said process to give a process cost, and utilizing the process cost to determine the cost of the work process.

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- 8. A method in accordance with Claim 8 wherein the costs in the work process comprise the costs associated with a business unit.

- 9. A method in accordance with Claim 9 wherein the costs in the work process comprise business line costs.

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- 10. A method according to Claim 10 wherein the business line costs and the revenue brought in by the business line are used to calculate the profitability of the business line, which is in turn used to correctly price the business line.

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- 11. A method according to Claim 8 wherein work process is a proposed work process, and the process cost is used to determine the economic outcome of a business decision before it is implemented.

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- 12. A method according to Claim 8 wherein a financial model of revenue, costs and profit is created.

13. A method in accordance with Claim 13 wherein at least one of ROI, ROC and IRR are determined for a capital investment.

14. A method in accordance with Claim 8 wherein a business goal is set and changes in process cost and time are calculated.

15. A method in accordance with Claim 8 wherein said method is further utilized to establish the cost of all work processes in said business.

16. A method in accordance with Claim 1 wherein a utilization ratio of said operator is calculated based on the total task time calculated to be necessary to complete all tasks in all work processes executed by said operator and the total time worked by said operator.

17. A method in accordance with Claim 17 wherein utilization ratios are used for the purpose of reallocating work from over-utilized operators to under-utilized operators.

18. A method in accordance with Claim 17 wherein utilization ratios are used for the purposes of bringing operators close to a 100% utilization ratio, thereby to improve quality of life.

19. A method in accordance with Claim 8 wherein said operation costs comprise department costs.

20. A method in accordance with Claim 8 wherein said operation costs comprise total business operating costs.

5 21. A method according to Claim 8 wherein revenue generated by said process is calculated and profitability of said work process is calculated based on the difference between said cost of said process and said revenue.

10 22. A method according to Claim 1 wherein a difference between the calculated time to complete a task independent of the operator and the actual time taken by the operator is used to establish a risk profile for the business, on the basis that a positive difference implies that work is not being carried out with the required care.

15 23. A method according to Claim 1 wherein a difference between the calculated time to complete a task independent of the operator and the actual time taken by the operator is used to establish hidden liability of unperformed work, on the basis that a positive difference implies that tasks are being left incomplete.

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